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ABSTRACT

The purpose of this manual is to provide support for selectors as part of an intensive training program at the University of Tennessee (UT) Knoxville libraries to help balance selection decisions and to meet the needs of both undergraduates and researchers. The following major topics are addressed: (1) collection development at UT Knoxville libraries, including mission, organizational structure, and roles of various personnel; (2) the selection process, including objectives, prerequisites to effective selecting, responsibilities of selectors, and selection considerations; (3) fund management, including budgeting, spending, and monitoring; (4) acquisition of material, including time factors, ordering, searching requests, and approval plans; (5) collection evaluation; (6) collection management, including weeding, preservation, storage, and replacements; and (7) professional growth and development, including subject expertise, selector evaluation, setting goals and objectives, writing the job description, and suggested reading for new selectors. The appendices contain the Collection Development Mission Schedule; a list of library selectors; a directory of faculty library representatives; sample forms; a list of considerations for retaining items in their original format, entitled "The Book as Object;" and an outline of continuing education and professional development goals. (ALF)

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SELECTOR'S MANUAL

UNIVERSITY LIBRARIES

UNIVERSITY OF TENNESSEE

KNOXVILLE, TENNESSEE

Compiled by

Anne Bridges
Milton H. Figg, Chair
Ann Viera

1992

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TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)"

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Letter From The Dean Of Libraries

Dear Selectors:

Collection development activities have become increasingly important as the University continues to position itself to emphasize and increase research activities. One of the fundamental challenges facing the Libraries will be to build collections to support the University's research agenda during a period of significant obstacles including budget cutbacks, price inflation, and new serials title proliferation.

In its 1990 report, the Libraries' mid-cycle review team correctly characterized the Libraries as "poised to move from a large college library to a research library." To develop and maintain a collection that truly supports research, and to provide access to necessary materials not locally owned, selectors will require specialized knowledge and skills. For example, an understanding of what goes on in academic departments and an ability to interact effectively with departmental representatives is necessary to make tough selection decisions that balance the competing needs of undergraduates and researchers.

Acquiring this specialized knowledge requires training and time. Our training began in 1990 with a series of intensive sessions for selectors. This manual is the next initiative by Collection Services to provide support for selectors.

The challenges you face are very complex, and they may require large amounts of time and energy to meet completely. It will often not be possible to solve problems totally, and many times we'll not be able to afford to reach a 100% solution. In these instances, 80% or 90% solutions are much preferred. It's up to you to make those decisions and to determine how best to integrate and apply new knowledge and skills. The University Libraries and I stand ready to support your efforts.

Paula Kaufman
Dean of Libraries

Foreword

This manual is the result of the collaboration of a number of people at the University of Tennessee, Knoxville Libraries. Its antecedents, however, lie in other guides prepared by other libraries, most notably the Bibliographer's Manual from another UT, the University of Texas at Austin, to whom I was most indebted as I developed the training for selectors we staged in Tennessee in 1990. This manual is, in most respects, the written version of that training program.

When I arrived at the University of Tennessee in late 1989, I was confronted with about thirty selectors and a perceived need on the part of Dean of Libraries, Paula Kaufman, for some training for them in collection development and management. I first looked externally to see what other libraries had done and found the Texas manual and the Columbia University bibliographers' training program of special help and inspiration. Next I looked internally among our librarians for people who could act as instructors in areas of specialty or where they showed exceptional talent: faculty contact, financial accounting, evaluation, etc. This collaboration resulted in some thirteen hour-and-a-half sessions for selectors. A video was made of each session for future training purposes, but we also deemed it necessary to issue a print version, which would be used as a training tool for new selectors and also as a vade mecum for the experienced selectors who might want a guide to procedures infrequently encountered.

I wish to thank Anne Bridges, Reference Librarian; Milton Figg, Collection Development Librarian; and Anne Viera, Veterinary Medicine Librarian, for undertaking the task of putting our training program and procedures on paper. Their work will benefit the work of all of us. Besides myself, Deborah Thompson-Wise, Humanities Bibliographer, made a close reading of drafts. The Collection Development Council (Gayle Baker, Jane Row and Rita Smith) also offered suggestions for changes in the original text. To them, too, I am grateful for their contributions.

It is my hope that this manual will be of use to generations of selectors at UT, both in its present form and in future updated versions. This valuable document should be a staple in every library that desires to develop its collection in the best way possible.

D.E. Perushek
Associate Dean for
Collection Services

Introduction

The primary audience for this manual is selectors at the University of Tennessee, Knoxville Libraries (Libraries). It provides an overview of collection development as practiced by selectors under present circumstances. It is descriptive, not prescriptive.

Trends in the Libraries that have spurred the creation of this manual include:

--standardization and documentation of procedures
--greater selector control of and responsibility for selection decisions
--need to assist selectors in becoming more accountable for selection decisions
--reorganization of collection development functions to create the new Collection Services Group and the new positions of Associate Dean for Collection Services and Collection Development Librarian
--necessity of scrutinizing the collection due to escalating prices, space constraints and preservation needs
--Libraries' need to balance university goals to focus on research while maintaining teaching quality.

As new trends take precedence, the Collection Management Office will provide updates.

The authors would like to express their appreciation to colleagues Bill Britten, Judy Webster, Jill Keally, Deborah Thompson-Wise, Melissa Brenneman and Diane Perushek for invaluable textual and technical assistance. Delight Jobe of the Collection Management Office graciously produced the final copy. Since this manual is based on selector training presentations, the authors are indebted to all the library staff who presented these sessions.

Two of Carolyn Bucknall's works, Guide for Writing a Bibliographer's Manual (ALA, 1987) and Bibliographer's Manual (University of Texas/Austin, 1982), are great sources of ideas for selectors and were used as models for this manual. The structure of the manual and most of the contents were based on the series of training sessions for Libraries selectors during 1990. Each session was captured on videotape. Please refer to Appendix A for a list of dates and topics. The tapes are available in the Audiovisual Department, Hodges Library.

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Milton Figg
Ann Viera

Collection Development at UT Knoxville Libraries

A. Mission: The Collection Services Group guides the collection development, evaluation and management functions of the Libraries. The execution of the mission is shared by the Associate Dean for Collection Services, the Collection Development Librarian, the Humanities Bibliographer, the Reference and Information Services (RIS) subject coordinators, the library selectors and the academic department representatives of the University.

B. Organizational Structure: The Associate Dean for Collection Services oversees the activities of the entire division. The Collection Development Librarian is responsible for coordinating the activities of the Collection Management Office. The subject coordinators are members of the Collection Development Council and have extensive collection responsibilities. Selectors are located throughout the library system and may have various other duties in addition to collection responsibilities.

C. Role of the Collection Management Office: The Collection Management Office coordinates the various collection development activities of the library and furnishes evaluative information, both quantitative and qualitative, for the library and for university departmental evaluations and reviews. In addition, that office also answers collection maintenance questions, provides guidance in identifying materials for preservation and processes gift material after evaluation by the selectors.

D. Role of the Library Selector: Selectors are given the responsibility for collection development and management in specific subject areas. The number of areas will vary with the needs of the organization (see Appendix B, Library Selectors). As a selector, one must become familiar with the collection in the assigned areas and with the needs of the students and faculty within those areas. Selectors function as liaisons between the library and their assigned academic departments. Each academic department head selects a library representative (see E below) who becomes the primary contact person within that department. To be effective liaisons in their assigned areas, selectors should:

1. After consultation with the appropriate library representatives, set priorities for spending the departmental fund(s).
2. Maintain regular contact with the library representative(s).
3. Become familiar with the research activities of the faculty.
4. Ascertain the needs of both graduate and undergraduate students.
5. Examine the curriculum.

6. Meet new faculty, assess their library needs and acquaint them with library services, such as the new faculty collection development fund.
7. Act as a liaison between members of the academic faculty and the library.
8. Participate in university departmental programs or accreditation evaluations.

E. Role of the Faculty Library Representative: The representatives give input to the selectors on spending priorities for the acquisitions money allocated to each department (see Appendix C, Faculty Library Representatives). The teaching faculty send requests for library materials through their representative, who forwards them to the appropriate selector. The representatives work with the selectors on the selection of approval books for the collection. Occasionally, the representatives may be called upon to assist the selectors in special projects such as a review of an aspect of the collection or the creation of an approval plan profile. In general, representatives function as advocates for the needs of their department to the library system. Two meetings per year are convened for the faculty library representatives for the purpose of exchanging information.

F. Role of the Collection Development Council (CDC): The CDC is comprised of the Associate Dean for Collection Management, the Collection Development Librarian, the Humanities Bibliographer, the RIS (Reference and Information Services) Coordinators for the Humanities, Social Sciences, and Science and Technology, the Head of RIS (ex-officio), and one other selector appointed by the Associate Dean for a one-year term. This body advises the Associate Dean for Collection Services on matters of concern to the selectors and the RIS coordinators. On occasion, other library personnel may be asked to join this group for a discussion of issues in their area.

The Selection Process

A. Objectives: The overall objective of selection is to build a collection based on informed and careful decisions. Each selector develops a strategy that will go beyond the base provided by faculty requests and approval books to build a balanced collection. In general, the more a selector knows about the library's collection and the university's curriculum and research needs, the more effective that selector will be in carrying out collection development duties.

Selection decisions should be made in a timely manner and on a continuing basis. A timetable for selecting will facilitate this process. Any established timetable should take into consideration the fiscal year, monies available, and acquisitions deadlines.

Selection responsibilities also require frequent interaction with academic faculty and students, some with book publishers and dealers, and approval plan representatives. Consultation with faculty is extremely important when selecting highly specialized or expensive titles. Subject expertise is also essential for collection development/management activities. Retrospective selection also involves a careful analysis of collection strengths and weaknesses as well as perusal of a variety of bibliographies and catalogs. Special consideration should be given to acquiring retrospective items in the subject area.

B. Prerequisites to Effective Selecting: The selector develops expertise in the assigned area(s), including a knowledge and understanding of the following:

1. Academic and research programs
2. Curricular and general user needs
3. History and scope of the collection
4. Research and publishing patterns
5. Trends in the discipline
6. Possible interdisciplinary nature of the academic area

C. Responsibilities of Selectors:

1. Library knowledge: Selectors should strive to become acquainted with the library's collection in their assigned subject areas. In addition, an understanding of the library policy on selection decisions is necessary for ordering non-book formats such as software, microforms or computer tapes. The Libraries are developing several cooperative agreements with other libraries regarding materials that will be purchased by the respective institutions. The responsibility for these agreements rests with Cooperative Information Services. Selection decisions need to be made in light of these agreements.

2. Selection strategy: Each selector develops a selection strategy that should include the compilation of a working list of selection sources and a plan to update that list annually. These sources might include:

a. Specialized journals that include book reviews, books, received notices or advertisements
b. Dealers' lists and catalogs
c. Publishers' catalogs and brochures
d. Appropriate standard, subject and trade bibliographies
e. Non-print format catalogs
f. Current acquisitions lists from other libraries or professional organizations
g. Foreign and antiquarian catalogs, if applicable
h. Interlibrary loan reports
i. BPR, Weekly Record, national bibliographies, other review sources

3. Approval plans: To facilitate the collection development process, the library receives certain pre-designated categories of materials through approval plans. It is important that selectors become familiar with the approval plan profiles, both what is covered and what is omitted, and provide feedback to the Collection Development Librarian and Acquisition Librarian on necessary changes in their assigned field(s).

Selectors or their substitutes review and evaluate materials received on approval biweekly. Substitute selectors are chosen each year by all selectors to review approval books when the primary selectors are not available. Material that is inappropriate to the collection is rejected. By monitoring the number and types of rejected items, changes may be recommended in the approval plan profiles to eliminate unwanted items.

In addition to supplying books in a timely fashion, approval plans can provide other benefits. A thorough review of approval books and standing orders can acquaint the selectors with research and publishing trends. Teaching faculty can be notified of books received on approval that are integral to their research and/or teaching activities.

4. Interdisciplinary responsibilities: Selectors identify other selectors in related subject areas and work with them on a regular basis to coordinate collection development activities.

5. Fund monitoring: Selectors monitor the allocations designated and expenditures incurred for their assigned areas. Expensive requests (over $250) are sent to the Associate Dean for Collection Services for initialing and approval. The Libraries also have restricted funds designated for purchasing items in certain subject areas. The selectors receive an estimate of

annual income on designated funds in their annual allocation notice.

6. Request review: The library representatives send all requests for materials to the selectors assigned to their subject areas. The selectors then review the requests based on the priorities set for the department. After the selector approves the requests and initials, dates and stamps the requests with the appropriate fund code, they are forwarded to the Collection Management Office. In the Collection Management Office all requests are monitored by the Collection Development Librarian. Order requests are dated, counted for number of orders received and totaled for dollar figure. All requests received in the Collection Management Office are forwarded to the Acquisitions Department within twenty-four hours. In addition to faculty requests, the selectors should encourage requests from all library users, to be approved at the selector's discretion.

7. Gifts: Considerations for accepting gifts-in-kind are basically the same as for individual purchase selections. The major factors in selecting gifts are curriculum and research needs, collection strength enhancements, and significant additions to the collection of items not previously held. Gift donors sign a release form granting the Libraries "sole discretion in the use, display and disposition" of the gift items (Appendix D.1); gifts are then evaluated by selectors for inclusion in the collection. Although gifts are free, they can be expensive to process and will require shelf space in the stacks. So only those gifts that are appropriate for the collection are accepted. The Collection Management Office will notify the selectors when gift items in their assigned area(s) are received. Selectors complete a Gift Disposition Form for each title (Appendix B.2).

D. Selection Considerations: This function is vital to ensure the overall high quality development of the Libraries' collection. To make purchase recommendations, primary and secondary factors should be considered for all types of materials. These factors may be more relevant to one subject area than another depending on specific subject needs.

1. Primary Factors
   a. Curriculum needs, including: course offerings, course enrollment, new areas of emphasis, evolving subject fields and interdisciplinary interests
   b. Research needs
   c. General needs
   d. Subject coverage
   e. Language
   f. Geographical coverage
   g. Chronological coverage
   h. Reading level

i. Format
j. Pricing information

2. Secondary Factors
   a. Periodical or serial standing order
   b. Added copy; added volume; added edition
   c. Binding; hard copy is always preferred
   d. Enhancement of well-recognized collection strength
   e. Current versus retrospective publication
   f. Location
   g. Materials needed to fill in gaps

Fund Management: Budgeting, Spending and Monitoring

A. Library Selector Allocations: In the last few years, the careful allocation of the library's materials budget has become crucial as prices have continued to rise for all types of library materials. It has become particularly important that selectors take an active role in preparing budgetary requests for individual subject areas.

Funding is provided for academic subjects primarily from two sources: the library budget funds received from the state and restricted endowed accounts. The library's materials budget covers firm orders for monographs, approval books, periodicals and serials. Money is allocated for firm orders by subject area. These allocations are based on a variety of considerations, such as past expenditures, inflation rate, and projected price increases. Monies are not allocated by subject for periodicals, serials or approval plan books.

1. Role of the Collection Management Office: The librarians and staff of this office provide library management reports for each category of expenditure as well as expenditures on replacements (both monographs and serials), serial backfiles, and audiovisual materials, based on statistics provided from the Acquisitions Department. After careful analysis of these reports, a selector can project fiscal needs for next year's budget, using average book prices for the subject as well as projected inflation rates for the coming year.

2. Budgetary considerations: For each subject area, these should include:

a. Source(s) of non-state funding, usually annual interest income from restricted endowments, available for subject area(s)
b. Spending patterns for the past five years by subject
c. Expenditures by subject for the past five years
d. The number of items received annually, including the following types: approvals, firm orders, periodicals, and serials
e. Projected expenditures for non-print formats such as computer tapes

3. Approval plans: Additional information for the budgetary process is needed for proposed changes to the approval plans. Approval profiles need to be reviewed regularly and possibly revised to provide appropriate coverage for each subject area. Selectors estimate cost increases for approval plan changes when preparing the materials budget.

4. Projected increases: It is important for selectors to indicate allocation increases needed in specific subject areas,

especially for monographic orders. If increased funding is requested, justifications for the increase is to be included on the Budget Request Form (Appendix D.3-4), which is sent out each December prior to budget preparation for selectors to make projections for the coming year. Selectors consider the following factors for their budget requests:

a. Curriculum needs
b. Research needs
c. Enrollment figures
d. Programs offered, undergraduate and graduate
e. Average academic book price by subject
f. Estimated price increases for the coming year based on data provided by book vendors and publishers

5. Serials and periodicals: Information for periodical and serial budget preparation is extremely critical since expenditures for these formats are increasing rapidly. To project expenditures for the new fiscal year, each selector analyzes requests made and costs during the previous year. Standing order information for serials can be gathered from the Geac Serials Report available through the Collection Management Office. This report, divided by academic department, provides title and current expenditures. In recent years, funding for new standing orders has been limited due to budgetary constraints. Requests may be made, however, so that the Associate Dean for Collection Services can consider all requests in the overall materials budget request. After the fiscal budget is announced, decisions to allocate monies for new standing orders will be made.

B. Budget Cuts: Since the library is a state-supported public institution, financial woes can plague the organization when funds are impounded by the university. Budgetary cuts are not popular but can provide the library with a prod to evaluate library holdings' strengths and weaknesses. To adequately meet anticipated budget cuts, subject selectors provide valuable recommendations so that cuts can be made in specific subject areas if needed.

The following factors are taken into consideration when recommending cuts:

1. Information about clientele, curriculum and research needs
2. Formats or types of materials that are not used on a regular basis
3. Dependence on serial literature as opposed to monographic information, particularly monograph/serial ratios

4. Approval plan changes that could eliminate little-used titles or a complete shift from books to notification slips
5. Need for foreign language purchases

C. Budget Windfalls: Just as with budget cuts, budget windfalls can occur from time to time. Thus, it is important for selectors to maintain a desiderata file of expensive materials in case large amounts of money have to be spent in a short period of time. Desiderata items should be reviewed on a regular basis to make sure that the items are still relevant to curricular or research needs, and that prices are current.

D. Replacement Funds: Another component of the budget is an allocation for replacement copies. On a regular basis Replacement Process (Repro) lists of missing items are generated by the Systems Department so that replacement considerations may be made. After reviewing these lists, selectors will mark items within their subject areas for replacing. Each selector will approve the replacement request by initialing and stamping it with the appropriate fund code.

The Replacement Fund is for all subjects as long as money is available. Once the replacement fund is expended, then regular funds or restricted funds will be used if needed. Overall, it is most important that replacement copies be re-ordered in a timely manner if essential to the collection.

E. Reserve Fund: A separate fund is also provided for reserve materials. If a faculty member wants a particular item or items for Reserve, the Reserve Funds will cover the costs. The use of this fund should be explained to the teaching faculty on a regular basis: to initiate a request for Reserve, faculty submit requests directly to the Reserve Department. Once initial records are set up in Reserve, the order will be submitted to the Collection Management Office for forwarding to the Acquisitions Department.

F. Grant Funds: From time to time, revenues from various grants may be earmarked for library materials. Accounts for such grant money are established so that expenditures from the fund can be traced.

Acquisition of Material

A. Time Factors: Operation of the acquisitions process is on a fiscal year basis from July 1-June 30. Budgeted funds allocated in one fiscal year must be spent in that year. Unspent balances do not carry over to a new fiscal year, and outstanding encumbrances from the previous fiscal year may be deducted from the new fiscal year's budget allocations.

B. Calendar for Collection Development:

July 1: Beginning of the new fiscal year for the library

Summer: Fund allocations will be announced to library selectors and library representatives.

December: Budget Request Forms distributed

January: Budget Request Forms due to Associate Dean for Collecion Services

April 1: Deadline for orders of foreign materials

May 1: Deadline for orders of domestic materials

June 30: All state money must be spent before this date.

C. Submitting and Searching Requests for Firm Orders: The budget for monographs is divided into two parts, approval plans and firm orders. Approval plans are discussed below. Once the firm order budget is allocated by subject area each fiscal year, selectors are responsible for submitting requests against their budgets. Requests are submitted regularly so that there is a constant flow of orders to Acquisitions for processing. Selectors submit orders first to Collection Development, then that office will count and stamp them and forward the orders to Acquisitions. Requests submitted directly to Acquisitions will be routed back to Collection Development for processing before the search process begins.

Requests for purchase must be legible and contain the following information as a minimum: Title/and or author; publisher and date; requestor name (initials are acceptable if requestor is known to Acquisitions); fund to be charged (use fund code stamp given to each selector); location (which library should end up with the book); number of copies (if more than one). When other information is known, such as series title, ISBN, etc., include it as well.

Requests are submitted on the Library's official order card (Library Form number 7; see Appendix D.5) or as marked publisher catalogs, provided that the minimum information is provided.

Marked catalogs and flyers must clearly indicate items to be ordered so that any pre-searching that was done prior to the submission of the request is not confused with the actual requests. Some requestors write general instructions on the front of the catalog, e.g. "order all those marked with a check mark" or "order only initialled titles." Data for the price, series, and ISBN are good to have but are not mandatory. These will be supplied by the Acquisitions staff prior to the placement of the order. For video requests, selectors should specify specific performance or version. Producer and distributor information is also provided. It is most important to indicate if subtitles are needed for foreign films. When requesting electronic format materials, Library Form number 2 is submitted (Appendix D.6).

There are three categories of firm order requests: **regular, expedite,** and **rush. Regular** requests are searched, verified, and ordered in the normal course of work. The routine workflow may be interrupted because of lack of funds or ordering freezes. Requests assigned to individual funds that are fully encumbered will be given a lesser priority in favor of funds that have positive balances. Requests that are marked **expedite** are given a higher priority and are normally ordered within a week after being received in Acquisitions. **Rush** requests must include the name and telephone number of the individual requestor to be notified. This type of request is normally ordered within two or three days after receipt in Acquisitions. If local sources are known for **rush** items, please provide information.

Requests are searched and verified by Acquisitions staff in chronological order by date received. Requests for titles that are not yet published or lack some important data mentioned in the previous paragraph are returned to selectors. If Acquisitions staff cannot identify the title in one of several verification tools, the request may be held pending a response to an inquiry to the publisher or simply returned to the requestor for more information. Any request that is found to be out of print is returned to the selector immediately with a note to that effect. Requests for materials that are already located in the Library's collection are returned to the requestor for notification purposes. The request must then be resubmitted if an added copy is required.

Orders are issued in an equitable manner giving attention to all funds on a regular basis. With current staff, an average of 50 titles per day are ordered. Vendor selection is the responsibility of the Acquisitions Department. The majority of our orders are placed with vendors or wholesalers, but we do order directly from publishers and other sources when appropriate. Routine delivery times are four to six weeks for domestic orders and three to six months for foreign orders. Once issued, orders remain active for one year or until canceled by

our selected source of supply. The original request forms are returned to the selector immediately upon issuance of an official purchase order. No paper copies of requests are kept in the Acquisitions Department after the placement of the order.

D. Approval Plans: There are four approval plans: U.S. publishers, university presses, and British and German (both in English and German) publishers. The Acquisitions Librarian, the Associate Dean for Collection Services, the Collection Development Librarian, and the selectors are responsible for modifications to approval plan profiles. To ensure adequate subject coverage, the plans undergo periodic refinement. Large expansions may not be possible due to financial constraints.

Selectors should meet with the Acquisitions Librarian to learn about the plans, which are on file in the Acquisitions Department. By regularly reviewing books that come on approval, selectors can become familiar with the way the plans are working in their subject area(s). Funds for approval books are budgeted separately from the rest of the acquisitions funds for monographs. Increases in the budget for approval books since 1985 have not brought about a corresponding increase in the number of books received on approval due to inflation. Between 8,000 and 9,000 titles have been received each year since 1985.

Books selected by vendors based on approval plan profiles are sent directly to the library. Vendors send notification slips for books that do not meet the requirements of the profile. The slips are received by the Collection Management Office, sorted and routed to appropriate selectors. To order a book from a slip, selectors: 1) initial the slip, 2) mark it with the stamp of the fund to be used to purchase the book (e.g. 1STO for the interdisciplinary studies fund), and 3) return the slip to the Collection Management Office. Selectors need not return slips for unwanted books. In addition to approval plans, the library has several notification slip plans for foreign language materials.

Books received on approval are displayed for three days in broad call number areas every two weeks in the Acquisitions Department. An online notice of the review dates is sent to library representatives and selectors every fortnight. Each shipment of books is reviewed by library selectors who are responsible for making the final decision on each title. Selectors and library representatives sign in on a sheet so that any questions about initials on the forms inside each book can be resolved quickly by the staff of the Acquisitions Department. Recommendations by library representatives and decisions by selectors for each book are recorded on the Approval Plan Materials Selection Form along with the fund code (Appendix D.7). Branch copies can be requested by writing "BC" and initialing the form.

E. Ordering Serials, Including Periodicals: To order a serial (including a periodical), use Library Form 173, "Serial Request Form" (Appendix D.8). Selection criteria for serials are listed on the back of the form. Orders for serials are submitted to the Collection Management Office. Standing orders are placed through the Serials Department. All other serials are ordered through the Acquisitions Department.

F. The Geac Acquisitions Module: The online order file and the firm order fund accounts are available 7:30 to 5:30 Monday through Friday through a Geac module now available at staff work stations. Both are updated daily. To reduce order duplication, selectors may find it helpful to search both the catalog and the order file database before submitting orders. A brief guide to the system, and some sample screens useful to selectors are provided at the end of this section. Acquisitions staff are available from 8:00 a.m. to 5:00 p.m. Monday through Friday to answer questions about orders or using the Acquisitions Module.

Book fund accounts are continuously updated and can be tracked by using the Geac Materials Acquisitions Module. Some selectors prefer to track fund expenditures and balances by reviewing the monthly statements provided by the Collection Management Office. Others keep their own paper or online file of orders for ease of tracking.

G. Tracking Orders/Funds Online: The following are examples of commands selectors frequently use to check on the status of orders or track funds. A guide is available from the Acquisitions Department.

1) Signing on is a three-step procedure:

a) **STEP ONE:** type in **ACQ**

This step assumes you can get to the screen shown below. Someone in your department should be able to show you how; or contact Acquisitions.

```
--------------------------------------------------
TUESDAY  16 APR  1991  14:21:44     T#0070
-------------GEAC SYSTEM MENU-------------

CIR=CIRCULATION  SYST    NEW=SYSTEM NEWS

ACQ=ACQUISITIONS         CAT=9000 CATALOGING


SELECTION:  ACQ                ENTER HLP FOR HELP
--------------------------------------------------
```

b) **STEP TWO:** sign on -- type in **STAFF**

```
--------------------------------------------------
162 ONLINE ACQUISITION SYSTEM 91-04-30

LOCATION: UTK/SYSTEM      TIME: 11:16


 SIGN ON : STAFF
--------------------------------------------------
```

c) **STEP THREE:** type in the security number **57917.**

This number was generated by the machine. It is the same number used by everyone outside of the Acquisitions Department to access the ACQ Module.

```
--------------------------------------------------
162 ONLINE ACQUISITION SYSTEM 91-04-30

LOCATION: UTK/SYSTEM      TIME: 11:16


SIGN ON :

SECURITY NUMBER : 57917
--------------------------------------------------
```

2) Congratulations! You've signed on. Now pick a function. Type in **ORD** to select the order module or type in **BUD** to select the budget query module. In the example below, **ORD** was selected.

```
--------------------------------------------------
162 ONLINE ACQUISITION SYSTEM 91-04-30

LOCATION: UTK/SYSTEM      TIME: 11:16

FUNCTION: TERMINAL MODE SELECTION


ORD  ORDER MAINT     BUD  BUDGET QUERY

OFF  SIGN OFF


SELECT: ORD
--------------------------------------------------
```

3) Examples of commands used in the purchase order (ORD) function:

Use **FND** in the COMMAND field and **TIL** in the SEARCH TYPE fields to search by title. In this example, the search is not very specific. It is looking for titles of books that start with the word HORSE. Searches can be and usually are more specific.

```
------------------------------------------------
162 ONLINE ACQUISITION SYSTEM 91-04-30 DISPLAY:part/all
ACCESS LEVEL:  0
FUNCTION: PURCHASE ORDER MAINT  TIME: 11:17   STAFF

COMMAND:FND  SUBCOMMAND: SEARCH TYPE:TIL  BROWSE KEY:TIL
DIRECTION:+ AMT:001
SEARCH STRING: HORSE

8 OR MORE MATCHES:

 0  THE HORSE AND THE LAW [UTK    ]
 1  HORSE BREEDING IN FRANCE// ED. E. ROSSIER [UTK    ]
 2  THE HORSE.  EDITED BY J. WARREN EVANS,  ET  AL.    [UTK]
 3  HORSE FEEDING AND NUTRITION [UTK]
 4  Horse feeding and nutrition.     [UTK    ]
 5  Horse illustrated. Vol. 1, no. 1 (1976)-  [SERIAL]
 6  HORSE MANAGEMENT// EDITED BY JOHN HICKMAN [UTK    ]
>7  A HORSE OF A DIFFERENT COLOR: TELEVISION'S TREATMENT OF JESSE
          JA    [RESFUN]

Enter choice for FND: 0
------------------------------------------------
```

The title number ZERO was chosen, "The Horse and the Law." The system displays the record for the chosen title--see next screen.

```
------------------------------------------------
162 ONLINE ACQUISITION SYSTEM 91-04-30  DISPLAY:part/all
ACCESS LEVEL:  0
FUNCTION: PURCHASE ORDER MAINT       TIME: 11:17   STAFF

COMMAND:DSP  SUBCOMMAND:  SEARCH TYPE:TIL  BROWSE KEY:TIL
DIRECTION:+ AMT:001
SEARCH STRING: HORSE

ORD.#:9015470  TYPE :REG VENDOR \ MONOGRAPH     ORD : 90-03-20
REQ.#:90-0003814 VENDOR:BLACKWLF  EST DEL: 91-03-20  REQ :
90-02-19  ISN:0715388134 LC CARD:  ACTION : 00-00-00  RVW :
00-00-00
STATUS : *on order*printed*catalogue
         *vendor delay notice
AUTHOR : CASSELL, DONALD
TITLE  : THE HORSE AND THE LAW

                ORDERED      RECEIVED

 # LOCATION    VOL   CPY    VOL   CPY  LST.DATE
 1 AGVET         1     1      0     0  00-00-00

                                          NO MORE
------------------------------------------------
```

In the previous example, the location is shown. The book will be cataloged for AG-VET MED Library. Sometimes the location does not show when a DSP command is used. For example, **DSP** in the COMMAND FIELD and **FUL** in the SEARCH TYPE FIELD looks like this:

```
--------------------------------------------------
162 ONLINE ACQUISITION SYSTEM 91-04-30 DISPLAY:part/all
ACCESS LEVEL:  0

FUNCTION: PURCHASE ORDER MAINT      TIME: 11:18   STAFF

COMMAND:DSP  SUBCOMMAND:     SEARCH TYPE:FUL    BROWSE KEY:TIL
DIRECTION:+ AMT:001
SEARCH STRING: HORSE

ORD.#:9015470 TYPE :REG VENDOR \ MONOGRAPH   ORD : 90-03-20
REQ.#:90-0003814 VENDOR:BLACKWLF  EST DEL: 91-03-20  REQ :
90-02-19  ISN:0715388134  LC CARD:  ACTION : 00-00-00  RVW :
00-00-00
STATUS : *on order*printed*catalogue
         *vendor delay notice

AUTHOR : CASSELL, DONALD
TITLE  : THE HORSE AND THE LAW


                                                NO MORE
--------------------------------------------------
```

The command **DSP**, subcommand **LOC** could be used at this point to discover which library would hold this title:

```
-------------------------------------------------
162 ONLINE ACQUISITION SYSTEM 91-04-30 DISPLAY:part/all
ACCESS LEVEL:  0
FUNCTION: PURCHASE ORDER MAINT     TIME: 11:18    STAFF

COMMAND:DSP  SUBCOMMAND:LOC  SEARCH TYPE:  BROWSE KEY:TIL
DIRECTION:+ AMT:001
SEARCH STRING: HORSE AND THE LAW

ORD.#:9015470 TYPE:REG VENDOR \ MONOGRAPH ORD:90-03-20
REQ.#:90-0003814  VENDOR:BLACKWLF EST DEL:91-03-20  REQ:90-02-19
ISN:0715388134 LC CARD:     ACTION:00-00-00  RVW:00-00-00
STATUS : *on order*printed*catalogue
         *vendor delay notice

AUTHOR : CASSELL, DONALD
TITLE  : THE HORSE AND THE LAW

                ORDERED       RECEIVED

 # LOCATION    VOL    CPY    VOL    CPY  LST.DATE
 1 AGVET        1      1      0      0   00-00-00

                                          NO MORE
-------------------------------------------------
```

To find out who requested a book, type in **TXT** in the command field and **SOR** in the subcommand field. This will display the SOURCE field. In this example it is the last field listed.

```
-------------------------------------------------
163 ONLINE ACQUISITION SYSTEM 91-04-30   DISPLAY:  part / all
ACCESS LEVEL:  0
FUNCTION: PURCHASE ORDER MAINT           TIME: 11:31   STAFF

COMMAND:TXT  SUBCOMMAND:SOR  SEARCH TYPE:     BROWSE KEY:TIL
DIRECTION:+ AMT:001
SEARCH STRING: HORSE

ORD. #:9015470  TYPE: REG VENDOR \  MONOGRAPH    ORD : 90-03-20
REQ. #:90-0003814 VENDOR : BLACKWLF EST DEL: 91-03-20 REQ
:90-02-19  ISN: 0715388134  LC CARD:     ACTION : 00-00-00  RVW :
00-00-00
SOURCE : A. VIERA, AGVET/MED, FLYER
-------------------------------------------------
```

To find out the balance of a particular fund, first select it by typing in **BUD** once you have signed on to the Acquisition system:

```
------------------------------------------------
163 ONLINE ACQUISITION SYSTEM 91-04-30

LOCATION: UTK/SYSTEM      TIME: 11:34

FUNCTION: TERMINAL MODE SELECTION


ORD  ORDER MAINT     BUD  BUDGET QUERY

OFF  SIGN OFF


SELECT: BUD
------------------------------------------------
```

Now type **FND** in the COMMAND FIELD, tab down to the SEARCH STRING FIELD and type the first letters of your fund account. In this example, the Veterinary Medical Fund was requested by typing in **VET.**

```
------------------------------------------------
163 ONLINE ACQUISITION SYSTEM 91-04-30 DISPLAY:full/all
FUNCTION: ACCOUNT / BUDGET QUERY          TIME: 11:32   STAFF

COMMAND:FND  SUBCOMMAND:      SEARCH TYPE:NAM  BROWSE KEY:NAM
DIRECTION:+ AMT:001
SEARCH STRING: VET

3 MATCHES:

 0  VETERINARY MEDICINE (AGVET LIBRARY)      [UTK    ]
 1  VETERINARY MEDICINE PERIODICALS          [SERIAL]
 2  VETERINARY MEDICINE SERIALS (AGVET)      [SERIAL]

Enter choice for FND: 0

------------------------------------------------
```

Three choices will appear for each fund: monographs, periodicals, and serials. No dollar amounts are put in the periodicals or serials assigned to a fund. The serials and periodicals list (#1 and #2 above) are just lists of titles assigned to veterinary medicine. The monographs part of a fund is the only one that will show dollar amounts. For this reason, choice 0 was selected:

```
-------------------------------------------------
163 ONLINE ACQUISITION SYSTEM 91-04-30  DISPLAY:full/all
ACCESS LEVEL:  0
FUNCTION: ACCOUNT / BUDGET QUERY          TIME: 11:32   STAFF

COMMAND:DSP  SUBCOMMAND:      SEARCH TYPE:      BROWSE KEY:NAM
DIRECTION:+ AMT:001
SEARCH STRING: VET

ACCOUNT NUMBER : FIRM-94-VMD0-00-00              AGENCY : UTK
NAME : VETERINARY MEDICINE (AGVET LIBRARY)   CODE   : VMD
STATUS : *active*ASSET ACCOUNT*BUDGET ONLY

CURRENT
ACTIVATION    DATE: 88-04-12    OPENING BALANCE    :    17,500.00
DEACTIVATION DATE: 99-06-30     AMOUNT COMMITTED   :     8,561.28
LAST CLOSING DATE: 90-07-12     SPENT/ACTUALS      :     9,117.23
ALLOWED COMMIT % : 110          ESTIMATED BALANCE  :       178.51-

                                          EDIT DATE : 90-07-11
                                          BY : WEBSTER, JUDY
-------------------------------------------------
```

As of the 30th of April, $178.51 over its $17,500 budget for the veterinary medicine fund has been encumbered. The target date for encumbering all fund monies is April 1st of each year. This fund balance means that the selector was successful at encumbering all funds allocated for this FY by the target date.

Collection Evaluation

Collection evaluation encompasses the overall assessment of the library's collection in a systematic and timely manner. Assessments are ideally conducted on an ongoing basis. It is best to begin with a selected subject area and with a definite timetable for completing the assessment. Evaluations provide necessary information on collection strengths and weaknesses, collection usage, and specific subject elements of the collection. Data gathered can be both quantitative and qualitative, depending on the nature of the assessment. A selector may choose to assess the collection for a variety of reasons, including the formulation of a collection development policy, preparation and updating of the RLG conspectus, or the weeding or deselection of certain titles.

Collection measurements may include both collection-centered and use-centered evaluations. Both methods provide important information for the library on holdings and user satisfaction. Collection-centered evaluations generally include checking lists, catalogs and bibliographies, hands-on evaluation of the collection, compilation of statistics on library holdings, and the application of standards through which one evaluates library holdings. Use-centered evaluations may include circulation patterns, in-house usage, user surveys, shelf availability studies, analyses of interlibrary loan and document delivery statistics and citation studies. Since each evaluative technique has advantages and disadvantages, it is extremely important to use more than one assessment to create a complete collection picture.

Planning is an essential component of any assessment project. Proper planning will provide a smooth-flowing process as well as eliminating erroneous results. Initially, the evaluator or the evaluation team will select a portion of the collection to be evaluated. Secondly, a timetable for carrying out the assessment should be established to ensure that participants will meet all deadlines. After determining the area to be evaluated and establishing a timetable, evaluators should decide on the LC subject classifications that will be assessed. Any relevant collection development policy statements for the designated subject area(s) should be reviewed at this point. Thirdly, it is critically important to determine the objectives to be achieved by the assessment and to insure that these objectives will answer the questions that precipitated the assessment. Fourthly, the evaluators should select the best and most appropriate measurement techniques for gathering relevant information. In connection with the selection of measurement techniques, a determination of the resources needed to carry out the assessment should be made. In general, it is crucial to have properly trained personnel and adequate resources for the assessment project.

As a result of any collection assessment, the evaluators provide a final report on the overall results of the assessment, stating the rationale, goals, and the selected methodologies for the project. Problems that were encountered should also be mentioned. In addition, the evaluators should report their findings on the collection's strengths and weaknesses and the recommendations for additional analysis.

Finally, it is important to comment on observations or discoveries of use to the library that were uncovered during the evaluation process. The most essential part of the evaluation report is the list of specific items or types of materials that need to be added to the collection and their estimated costs. As long as one can provide this data along with a justification at the end of the evaluation, then the overall evaluation process can be called a success.

Collection Management

A. Deselection or weeding: Deselection should be conducted with great care in a research library. It is the role of the selectors to perform weeding in their assigned areas **in consultation with the Collection Management Office, the teaching faculty and other affected individuals.** Due to space considerations, branch librarians may weed more aggressively, especially material that is duplicated in the Hodges Library.

B. Preservation: Items requiring a preservation decision are identified by the Circulation staff and sent to a holding area in Binding. Upon receipt of a Preservation Decision Request (Appendix D.9), selectors are responsible for evaluating the materials in their subject area, concentrating especially on their intellectual content, and making the initial recommendation for action. Appendix E lists some considerations in assessing the importance of retaining library materials in their original format. The selector's recommendation is noted on a Preservation Decision Form (Appendix D.10) and routed to Binding. The actual preservation treatment is chosen by preservation specialists and technicians. Preservation programs are mostly grant-driven because of the costs involved; therefore, the resolution of the selectors' recommendations is ultimately based upon myriad conflicting and ever-shifting considerations.

C. Storage: Selectors are in the best position to keep abreast of space considerations in the call number ranges corresponding to their subject areas. As space becomes increasingly scarce, selectors periodically identify items for an alternative location. The designated space in Hoskins is available for relocating little-used items or duplicates, according to the selector's judgement.

D. Replacements: As mentioned on page 14 above, lists of items missing from the collection (known as "Repro Lists" for Replacement Process Lists) are generated by the Library Automation Department from the circulation database. The Lists are issued quarterly, sorted by material type and call number, and include lost, missing or delinquent titles. When deciding to replace an item, ascertain the following:

1. The continued need for the title in the collection
2. The presence of additional copies, other editions, formats, alternative titles and superseding titles
3. The evaluation of the title in various bibliographies, reviewing or selection sources
4. The advice of the teaching faculty if applicable

Keep in mind that out-of-print replacements may be expensive, difficult and slow to obtain. The amount spent on replacements will be useful information when compiling the annual budget.

Professional Growth and Development

The purpose of this section is to suggest specific strategies to help selectors succeed in fulfilling the collection development mission:

--pursuing subject expertise
--setting goals and objectives
--writing performance measures to meet the goals
--writing the collection development section of a job description
--suggested readings for the new selector
--thriving as a professional with multiple functions

A. Subject expertise: Keeping current in your selection area through enrollment in classes and scholarly reading is crucial to making the best possible collection decisions. Regular contact with faculty and membership in scholarly organizations are also highly recommended. An outline of suggested continuing education and professional development goals is given in Appendix F. Selectors are encouraged to adopt these goals.

B. Selector Evaluation: Changes to our organization, specifically the creation of the Collection Services Group in 1992, have changed the method of selector evaluation. The Associate Dean for Collection Services and the Collection Development Librarian provide input on the performance and merit evaluation of individual selectors. To aid in this process, job descriptions for all faculty are kept up-to-date and the preparation of selector evaluation forms is under consideration.

C. Setting Goals and Objectives: Writing goals and objectives and performance measures to meet these goals is not mandatory. However, this is a widely used technique that selectors can adopt to balance collection development responsibilities with the other responsibilities of their jobs. It is up to each selector and his/her supervisor to decide if and how to implement these techniques. Some of the benefits could be: 1) improved communication, 2) a better understanding of the various components of a position and their interrelationship, and 3) the increased ability by both parties to assess performance.

D. Writing the Collection Development Section of the Job Description: A standardized paragraph delineating collection development duties is written into the job descriptions of reference positions:

> Perform collection development and management in [subject(s)] (LC classes [classes]) for the general and reference collections. Activities include selection, collection maintenance, budgeting, and evaluation. Act as a liaison to the [academic department] and coordinate

collection activities with the [academic department] library representative. Recommend purchases from [subject designation of fund, e.g. humanities] endowed funds such as the [name of fund] fund and evaluate proposed acquisitions for the Center for Research Libraries.

E. Thriving as a Professional with Multiple Functions: Suggested reading: "Managing Collection Development in University Libraries that Utilize Librarians with Dual-Responsibility Assignments," by Jasper G. Schad, Library Acquisitions: Practice & Theory, volume 14 (1990), pp. 165-171.

F. Suggested Readings for New Selectors: If there is a recurring theme in collection development, it is that each selector should develop his/her own collection development methodology. Two articles that may help initially are:

1. "A Guide for Beginning Bibliographers," by M.D. Lopez in Library Resources and Technical Services, volume 13 (1969), pp. 462-470
2. "Checklist for the New Selector," by C.E. Pasterczyk, College and Research Libraries News, volume 49 (1988), pp. 434-435

Also of interest is Edmund F. Santavicca's article "Best Collection Development Articles," which appeared in Library Acquisitions: Practice & Theory, volume 13 (1989), pp. 319-320.

Appendices

APPENDIX A

The Collection Development Mission
A Series of Sessions for Library Selectors
University of Tennessee, Knoxville

Schedule

May 17

Collection Development at UT, Knoxville
Paula Kaufman, Dean of Libraries
Introduction and Objectives
Diane Perushek, Associate Dean for Collection Development and Management

Tape no. 1

****

May 31

History of Collection Development at UT
Bob Bassett, Head, Reference and Information Services
The Selection Process
Diane Perushek
Selecting AV Materials
Angie Leclercq, Head, User Education

Tape no. 2

****

June 14

Faculty Liaison
From the Main Library Perspective
Mary Frances Crawford, Reference Librarian
From the Branch Library Perspective
Pauline Bayne, Head, Music Library

Tape no. 3

****

June 28

The Materials Budget
Milton Figg, Collection Development Librarian
Restricted and Endowed Funds
Diane Perushek

Tape no. 4

****

July 12

Acquisitions, Step-by-Step
Judy Webster, Acquisitions Librarian
Approval Plan Profiles
Judy Webster

Tape no. 5

****

July 26

Ordering Monographs
Milton Figg
Ordering Serials and Periodicals
Mary Jane Sharp, Head, Serials

Tape no. 6

****

August 23

Budget Cuts
Diane Perushek
Fund Development
Laura Simic, Director, Development Office

Tape no. 7

****

September 6

Fund Management and Budget Requests
Kenneth Wise, Business Manager; Diane Perushek
Tracking Your Fund On-line
Biddanda Ponnappa, Reference Librarian; Gayle Baker, Reference Coordinator, Science and Technology; Pauline Bayne

Tape no. 8

****

September 20

Collection Management
Jane Row, Reference Coordinator, Social Sciences
Collection Assessment
Milton Figg

Tape no. 9,
parts 1 and 2

****

October 4

Collection Evaluation
Gayle Baker

Tape no. 10

****

October 18

Preservation Identification
Norman Watkins, Head, Collection Management Services
Replacement copies
Diane Perushek

Tape no. 11

****

November 1

ILL and Circulation Statistics as Guides in Collection Development

Bill Britten, Automation Librarian

Gifts and Exchange Acquisitions

Milton Figg

Tape no. 12

****

November 11

Goal-setting and Performance Appraisals

Jill Keally, Head, Human Resources

Continuing Education and Professional Development

Diane Perushek

Tape no. 13

****

APPENDIX B

LIBRARY SELECTORS
1992-1993

SELECTORS	SUBJECT COVERAGE
Alexander, Lynetta	Social Work--Nashville
Baker, Gayle	Computer Science Mathematics Nutrition Physics and Astronomy
Bayne, Pauline	Music Music Education
Bridges, Anne	American Studies Ancient Mediterranean Studies Classics History Medieval Studies (History and Culture)
Crawford, Mary Frances	College of Human Ecology Child and Family Studies Food Systems Administration Home Economics Human Ecology Interior Design Textiles and Apparel
Crowther, Karmen	College of Business Administration Accounting & Business Law Economics Finance Logistics & Transportation Management Marketing Statistics
Dixon, Lana	Audiology and Speech Pathology General Science Nursing Special Services Education
Felder-Hoehne, Felicia	Afro-American Studies
Figg, Milton	Art Cinema Studies Comparative Literature English General Humanities Linguistics Philosophy Religious Studies Romance Languages

SELECTORS	SUBJECT COVERAGE
Jett, Don	College of Agriculture Agricultural & Extension Education Agricultural Economics Agricultural Engineering Agricultural Engineering Technology Animal Science Entomology & Plant Pathology Food Technology & Science Forestry Ornamental Horticulture & Landscape Design Plant & Soil Science Wildlife & Fisheries Science Biochemistry Biology Biotechnology Botany Chemistry Ecology Zoology
Leach, Sandy	Latin American Studies
Lloyd, Jim	Special Collections
Mack, Thura	College of Education Art Education Continuing Education Curriculum & Instruction Educational Leadership Educational & Counseling Psychology Health, Leisure & Safety Human Performance & Sport Studies Technical & Adult Education Speech Communication Women's Studies
Minton, Jim	Geography Maps
Perushek, Diane E.	Asian Studies Comparative Literature Linguistics
Prescod, Janette	Documents
Rader, Joe	Archives Germanic & Slavic Languages
Row, Jane	College of Communications Advertising Broadcasting School of Journalism Political Science Russian & East European Studies

SELECTORS	SUBJECT COVERAGE
Sammataro, Linda	Anthropology Psychology
Smith, Rita	Reference
Thompson-Wise, Deborah	College of Architecture & Planning General Social Sciences Library Science Social Work Sociology
Viera, Ann	College of Veterinary Medicine Environmental Practice Microbiology Pathobiology Rural Practice Urban Practice
Webster, Judy	Theatre
Wise, Flossie	College of Engineering Basic Engineering Chemical Engineering Civil Engineering Electrical Engineering Engineering Physics Engineering Sci. & Mechanics Industrial Engineering Materials Sci. & Engineering Mechanical & Aerospace Eng. Nuclear Engineering Geology
Wise, Ken	Juvenile Literature

APPENDIX C

FACULTY LIBRARY REPRESENTATIVES

COLLEGE/DEPARTMENT	REPRESENTATIVE	ADDRESS/PHONE
COLLEGE OF AGRICULTURE		
Agr. Exp. Sta.--Communic.	Catherine Ploskonka	104 Morgan Hall (4-7141)
Agr. Econ. & Rural Sociology	Steven D. Mundy	323 Morgan Hall (4-7231)
Agr. Eng. & Technology	John B. Wilkerson	309 Agr. Eng. Blg. (4-5374)
Agr. & Ext. Educ.	Cecil Carter, Jr.	224B Morgan Hall (4-7308)
Animal Science	Hugo Eiler	A128 Vet Med. Blg. (546-9230)
Entom. & Plant Pathol.	Kimberly Gwinn	205 Plant Sci. Blg. (4-7135)
Food Technol. & Sci.	John Mount	114 McLeod Hall (4-7297)
Forestry/Wildlife/Fisheries	Scott Scharlbaum	274 Plant Sci. Blg. (4-7126)
Ornamental Hort. & L.D.	John Day	266 Plant Sci. Blg. (4-7324)
Plant & Soil Science	Joanne Logan	369 Plant Sci. Blg. (4-8803)
COLLEGE OF VETERINARY MEDICINE		
Environmental Practice	John New	205 Vet. Med Blg. (546-9230)
Microbiology, CVM	David Bemis	F415 Walt. Life Sci. Blg. (4-4025)
Pathobiology	David Edwards	A201 Vet. Med. Blg. (546-9230)
Rural Practice	Ralph Hall	C217 Vet. Med. Blg. (546-9243)
Urban Practice	Ralph Harvey	Vet. Med. Blg. (546-9240)
COLLEGE OF ARCHITECTURE & PLANNING		
Architecture	Lawrence Wodehouse	248 Art/Architecture Blg. (4-3290)
	Richard M. Kelso	314 Art/Architecture Blg. (4-3267)
	Anne Lester	202 Art/Architecture Blg. (4-3269)
Planning	David Johnson	123 Henson Hall (4-5227)

COLLEGE OF BUSINESS ADMINISTRATION		
Accounting & Business Law	Imogene Posey	633 Stokely Mgt. Ctr. (4-1749)
Economics	Hans Jensen	511 Stokely Mgt. Ctr. (4-3303)
Finance	Thomas Boehm	425 Stokely Mgt. Ctr. (4-1718)
Management	Robert Maddox	416 Stokely Mgt. Ctr. (4-3161)
Marketing/Logist./Transport.		
Logistics & Transport.	Jim Foggin	325 Stokely Mgt. Ctr. (4-5311)
Marketing	Michael Song	303 Stokely Mgt. Ctr. (4-5311)
Statistics	Esteban Walker	329 Stokely Mgt. Ctr. (4-2556)
COLLEGE OF COMMUNICATIONS	Barbara Moore	295 Com. & Univ. Ext. Blg. (4-4291)
Advertising		
Broadcasting		
Journalism		
COLLEGE OF EDUCATION		
Curriculum & Instruction	Thomas Ryan	10 Claxton Educ. Blg. (4-5037)
Educ. & Counseling Psych.	Mark Hector	108 Claxton Educ. Blg. (4-5146)
Educational Leadership	George Harris, Jr.	231 Claxton Addition (4-2214)
Health, Leisure & Safety	Velma Pressly	372 HPER Blg. (4-5041)
HPSS	Nancy Lay	321B HPER Blg. (4-8176)
Special Services Educ.	J. D. McLean III	125 Claxton Addition (4-2321)
Technological & Adult Educ.	Clifton Campbell	421 Claxton Addition (4-2574)
COLLEGE OF ENGINEERING		
Chemical Eng.	Tse-Wei Wang	419 Dougherty Hall (4-2421)
Civil Eng.	Bruce Robinson	73 Perkins Hall (4-7730)
Electrical & Computer Eng.	David Rosenberg	319 Ferris Hall (4-5349)
Eng. Sci. & Mechanics	W. E. (Gene) Scott	310 Perkins Hall (4-6096)
Industrial Eng.	John C. Hungerford	145 Alumni Gym (4-3334)
Materials Science & Eng.	Charlie Brooks	424 Dougherty Hall (4-5314)
Mechanical & Aerospace Eng.	Ke Nguyen	414 Dougherty Hall (4-5296)
Nuclear Eng.	L. F. Miller	208 Pasqua Eng. Blg. (4-7574)

COLLEGE OF HUMAN ECOLOGY		
Child & Family Studies	Carl Dyer	245 Jessie Harris Blg. (4-6296)
Human Ecology	Carl Dyer	245 Jessie Harris Blg. (4-6296)
Nutrition	Carl Dyer	245 Jessie Harris Blg. (4-6296)
Textiles/Retl./Design	Gajanan Bhat	230 Jessie Harris Blg. (4-2141)
COLLEGE OF LIBERAL ARTS		
Anthropology	Benita Howell	232 S. Stadium Hall (4-4408)
Art	Dottie Habel	213 Art/Architecture Blg. (4-3407)
Audiology & Speech Pathol.	Samuel Burchfield	457 S. Stadium Hall (4-5019)
Classics	Jim Shelton	708A McClung Tower (4-7174)
English	Tom Heffernan	311 McClung Tower (4-6968)
	David Goslee	416 McClung Tower (4-6966)
	Mary Papke	316 McClung Tower (4-5401)
Geography	Len Brinkman, Jr.	429 G & G Blg. (4-2418)
Germanic & Slavic Languages		
German	Nancy A. Lauckner	716 McClung Tower (4-7163)
Russian	James Falen	704 McClung Tower (4-7099)
History	Todd Diacon	1107 McClung Tower (4-5421)
Interdisciplinary Studies	Lorayne Lester	226 Ayres Hall (4-4161)
Afro-American Studies		
Asian Studies		
Medieval Studies	Paul Barrette	601 McClung Tower (4-6999)
Russian & E. European Std.	Donald Fiene	701 McClung Tower (4-7098)
Women's Studies		
Latin American Studies	Cynthia Duncan	602 McClung Tower (4-6994)
Music	Steve Young	204 Music Blg. (4-7552)
Philosophy	Michael Lavin	814A McClung Tower (4-7214)
Political Science	Lilliard Richardson	1001 McClung Tower (4-2261)
Psychology	Wesley Morgan	303B Austin Peay Blg. (4-7167)
Religious Studies	Jim Fitzgerald	508 McClung Tower (4-6982)
Romance Languages		
French/Italian	Patrick Brady	608 McClung Tower (4-7001)
Latin American Spanish	Oscar Rivera-Rodas	611A McClung Tower (4-7005)
Peninsular Spanish	Bryant Creel	604 McClung Tower (4-2311)

Science (Biological)		
Biochemistry	Jorge Churchich	M407 Walt. Life Sci. Blg. (4-4088)
Biology		
Biotechnology	Kwang Jeon	F215 Walt. Life Sci. Blg. (4-2999)
Botany	Alan Heilman	437 Hesler Biology Blg. (4-2256)
Ecology		
General Science		
Microbiology	David Bemis	F415 Walt. Life Sci. Blg. (4-4025)
Zoology	Kwang Jeon	F215 Walt. Life Sci. Blg. (4-2999)
Science (Physical)		
Chemistry	John Bloor	413 Buehler Hall (4-3427)
Computer Science	Theresa Pepin	304 Temple Ct. (4-2148)
Geological Sciences	Michael Clark	304 G & G Blg. (4-6006)
Mathematics	David Dobbs	212A Ayres Hall (4-4297)
Physics & Astronomy	George Condo	404 Physics Blg. (4-7821)
Sociology	Donald Clelland	921 McClung Tower (4-7033)
Speech Communication	Robert Glenn	203/2008 Terrace Ave. (4-1923)
Theatre	Judy Oliva	206 McClung Tower (4-6011)
	Mari DeCuir	206 McClung Tower (4-2203)
GRADUATE SCHOOL OF LIBRARY AND INFORMATION SCIENCE		
Library and Information Sci.	William Robinson	102 Temple Court (4-7918)
Juvenile	Glenn Estes	309 Temple Court (4-7912)
COLLEGE OF NURSING	Mildred Fenske	1200 Volunteer Blvd. (4-7609)
COLLEGE OF SOCIAL WORK	Tom Cruthirds	109 Henson Hall (4-7509)

APPENDIX D.1

Library
The University of Tennessee
Knoxville 37996-1000

GIFT FORM

Name of Donor: _____
(Please type or print)

Address: _____

_____

Description of Gift: _____

_____

_____

Is immediate cataloging desirable? _____ Date needed_____

Give reason (class use, etc.)_____

The Donor gives to the University of Tennessee Library the items described above and agrees that the Library will hereafter have sole discretion in the use, display and disposition of these items.

Exception: (If none, insert "None") _____

_____

Return to:
Collection Development
552 Hodges Library
The University of Tennessee
Knoxville, TN 37996-1000

_____
Donor's Signature

_____
Date

Lib. 124 - 8/90

GIFT DISPOSITION FORM

APPENDIX D.2

GIFT DISPOSITION

_____YES

_____NO

_____ADDED COPY

LOCATION

____ _____

****

_____SELECTOR'S INITIALS

NOTE: Reverse side to be completed by Collection Development

Lib. 48 - Rev. 2/92

[FRONT]

CALL#:_____

DONOR:_____

GIFT DISPOSITION

___Added copy

___Added edition

___Added volume

___Add regardless of holdings

___Book Sale

___Branch copy

___Do not add

LOCATION

___Ag Data

___Ag-Vet

___Ag-Vet Reference

___Archives

___DocMic

___Main

___Main Audiovisual

___Main Data

___Main Juvenile

___Main Reference

___Map Library

___Music

___Music Reference

___Social Work Nashville

___Special Collections

___Other_____

Lib. 48 Rev. 2/92

[BACK]

APPENDIX D.3

BUDGET REQUEST FORM INFORMATION SHEET

FUND:_____

REQUEST FOR FISCAL YEAR:_____

SELECTOR: (Name)_____

CURRENT ALLOCATION: $_____

****

DEPARTMENTAL INFORMATION (to be completed by the CD Office)

DEPARTMENT:_____
DEPARTMENT ADDRESS:_____
DEPARTMENT PHONE:_____
DEPARTMENT CHAIR:_____
DEPARTMENT CHAIR PHONE:_____
LIBRARY REPRESENTATIVE:_____
LIB. REP. PHONE:_____
SCHOOL/COLLEGE:_____
NO. OF FACULTY:_____
NO. OF UNDERGRADUATE MAJORS:_____
NO. OF GRADUATE MAJORS:_____
DEGREES OFFERED: B., M., P._____
CREDIT HOURS GENERATED:_____

STATISTICS AS OF (date)_____

ALLOCATIONS/EXPENDITURES (last 5 years):_____

YEAR	ALLOCATION	FIRM ORDERS	APPROVALS	RESTRICTED
____	_____	_____	_____	_____
____	_____	_____	_____	_____
____	_____	_____	_____	_____
____	_____	_____	_____	_____
____	_____	_____	_____	_____

AVERAGE FIRM ORDER PRICE (last fiscal year) $_____

MONOGRAPHIC ORDERS CARRIED OVER (last fiscal year) $_____

MONOGRAPHIC ORDERS NOT PLACED (last fiscal year) $_____

PERIODICAL/SERIAL EXPENDITURES(last 5 years)

YEAR	PERIODICAL	SERIALS
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

AVERAGE PERIODICAL PRICE(last fiscal year) $_____

AVERAGE SERIAL PRICE(last fiscal year) $_____

****

DEPARTMENT DESCRIPTION: (See attached)

PRESENT CD POLICY DESCRIPTION: (See attached)

PROGRAM CHANGES: (See attached)

CURRICULUM -- ADDITIONS: (See attached)

CURRICULUM -- DELETIONS: (See attached)

$ IMPACT ON LIBRARY: (See attached)

RESEARCH -- NEW INTERESTS: (See attached)

RESEARCH -- ON-GOING INTERESTS: (See attached)

$ IMPACT ON LIBRARY: (See attached)

RECENT EVALUATIONS DONE: Describe evaluation(s) and projected dollar amounts needed for new materials. (See attached)

APPENDIX D.4

BUDGET REQUEST FORM

UNIVERSITY OF TENNESSEE

FUND:

REQUEST FOR FISCAL YEAR:

SELECTOR:

CURRENT ALLOCATION:

DESIRED BUDGET FOR FY(date): $

1. What is the projected dollar amount you wish to spend during the next fiscal year?

MONOGRAPHS:		$
APPROVALS:		$
PERIODICALS:	NEW	$
PERIODICALS:	BACKFILES	$
SERIALS:		$
AUDIOVISUALS:		$
DATAFILES:		$
TOTAL:		$

2. Should approval plan coverage (profile) be changed for the coming year? If so, please describe the needed changes. What are the estimated costs?

3. Are there areas of the collection, in your subject area, that need developing? If so, please describe needs. Do these needs relate to new programs, new faculty interests, new research interests, etc.?

4. Please provide any additional information that is relevant in determining next year's fiscal allocation.

Signature: _____

Date: _____

APPENDIX D.5

FIRM ORDER REQUEST CARD

CALL NO.	___ # COPIES _AC _AE _AV _BC	FORMAT/LOCATION	FUND CODE
ACQ SEARCH	AUTHOR: _____ TITLE: _____ _____		

SERIES: _____

PUBLISHER: _____

YR. PUBL._____ ED._____ NO. VOLS._____ PRICE_____

ISBN/ISSN#: _____ OCLC/LC#: _____

CITED IN: _____

REQUESTED BY: _____

FACULTY REP: _____ APPROVED BY SELECTOR: _____
DATE: _____

ELECTRONIC FORMAT REQUEST FORM

University Libraries
University of Tennessee/Knoxville

Please forward to the Associate Dean for Collection Development & Management, along with any supporting documentation. Requests will be reviewed by the Associate Dean for Collection Development & Management, the Associate Dean for Public Services, and the Head of Library Automation. Should equipment be required, the request will be reviewed by the Executive Committee.

Requested by _____ Date _____

Name of Product _____

Supplier _____ Price _____

Justification

Why is this product needed by the Libraries? Please be as specific as possible, stating how the title will support the curriculum and which groups of researchers it should serve. Attach any supporting documentation.

Is this produced/sold on a subscription basis? Yes ____ No ____

Does the library already receive this title in a traditional format? Yes ____ No ____

If yes, give title and call number of title currently received:

If yes, what value will be added by receiving the electronic format? Can the title in traditional format be cancelled?

Have you seen a demonstration of this product? Yes ____ No ____

If yes, please attach report on results of demonstration.

Equipment Requirements

Does purchase price include hardware, or is price only for software?

Is hardware for this product already available in the Libraries? Yes ____ No ____

If not, state the hardware required, supplier, and price.

Have you investigated receiving hardware from appropriate department? Yes ____ No ____

Would you like to investigate receiving hardware from appropriate department? Yes ____ No ____

Public Service Requirements

What is the intended location of this product?

What staff resources will be needed to support user access?

Return to Assoc. Dean for Collection Development & Mgmt, 606 Hodges Library (974-6540) Lib. 2 - 11/91

APPROVAL PLAN
MATERIALS SELECTION FORM

Initial and date in appropriate spaces.

RETAIN FOR LIBRARY INDICATED BELOW

Location	Library Repres.	Selector/ Fund Code
Ag/Vet	_____	_____
Ag/Vet Ref	_____	_____
Main	_____	_____
Main Ref	_____	_____
Map Lib	_____	_____
Music	_____	_____
Music Ref	_____	_____
Spec Coll	_____	_____

Materials peripheral to your subject area may be suggested for other areas.

Suggested by _____ for

_____.

Comments: _____

_____

_____

See reverse side for rejection information.

Lib. 134 - Rev. 11/91

[FRONT]

RETURN MATERIAL
TO VENDOR BECAUSE:

_____Popular treatment not desired in this area

_____Too highly specialized for our collection

_____Peripheral; not of consequence to us

_____We have sufficient coverage in this area

_____Excluded from profile because:
- _____Collection of reprinted journal articles
- _____Low level text, study guide, lab manual, etc.
- _____Denominational or inspirational
- _____Reprint, extract, reissue, etc.
- _____Children's book
- _____"Distributed" or "published for" title

_____Co-published materials first issued by publisher outside vendor's responsibility

_____Other

REJECTED BY:

Dept.	Date	Initials

Lib 134 8/90

[BACK]

SERIAL REQUEST FORM

University Libraries
University of Tennessee/Knoxville

ATTACH SAMPLE COPY OR DESCRIPTIVE INFORMATION IF AVAILABLE.

Author/Title

Publisher

Address

Request order for:

- ☐ Subscription to begin with current volume
- ☐ Backfile: Microform OR Paper (PLEASE CIRCLE)
- ☐ Standing order of multi-volume set or continuation

Price

Desired location:

- ☐ Main
- ☐ AgVetMed
- ☐ Music

Need for the title:

Serial titles suggested for addition will be reviewed on the basis of the Selection Criteria outlined on the verso of this form. The requestor should comment on the asterisked (*) criteria and may respond to other criteria as appropriate. Attach additional pages as necessary for your comments.

Requested by | Department | Date

Signature of Departmental Library Representative

FOR LIBRARY USE

Publ. date, v. 1: ..... Indexed: .....

Backfile available: .....

microform $..... from: ....

paper $..... from: ..... Reviews: .....

Current microform subscription: .....

$..... from: ....

Subscription agent: .....

RECOMMENDED ACTION: .....

APPROVED ACTION: ..... Date: .....

Return to Collection Development, 552 Hodges Library (phone: 974-4306) **Lib. 173 - 11/88**

BEST COPY AVAILABLE

SERIAL SELECTION CRITERIA

The following criteria are listed, insofar as is practicable, in priority order. Not all criteria will apply to all titles; however, it should be noted that they do apply to gifts as well as to purchased materials. Duplication of serial titles already received on campus will be avoided.

* 1. SUPPORT OF INSTRUCTIONAL, RESEARCH AND SERVICE PROGRAMS AND ACTIVITIES.
Factors to consider are: quality and reputation of the program, enrollment, level and number of courses offered, number of faculty or graduate students actively engaged in research in the field, interdisciplinary nature of program and serial. Selection of serials of a general or popular nature may be made on other bases.

2. ENHANCEMENT OF TOTAL COLLECTION.
Consider deficiencies in the library collection and whether the title makes a new contribution to its subject field.

* 3. DEMAND.
Consider probable intensity of use: large user population or emphasis on periodical literature in the discipline.

4. ACCESSIBILITY.
Consider whether the title is available on campus; in the city, state, region, or country; or through the Center for Research Libraries.

5. INDEXING.
Consider whether the title is included in abstracts and indexes in the Library system.

* 6. QUALITY.
Factors to consider are: reputation of editors, contributors, publishers or sponsors. Reviews and faculty opinion will be helpful.

7. LANGUAGE OF PUBLICATION.
Where English is designated in the *Descriptive Guide to Development of the Collections* as the primary language of collection, only the most important serials in other languages may be acquired.

8. COST.
Cost includes not only the purchase price of the serial but also the ongoing expenses involved in record keeping, binding, etc. Cost should be considered in relation to other selection criteria.

APPENDIX D.9

PRESERVATION DECISION REQUEST

To:

From: Binding

Subject: Material Needing Selector's Decision

Date:

==========

_____ volumes are being held in Room 310 for your decision regarding their status in the Libraries collection. Due to brittleness (or, in some cases, extensive damage) these books cannot be rebound. Options include withdrawal, microformating, and replacement. Will you please take a look at these volumes and, using the form provided, give us your recommendation by _____?

If you have any questions, call Chris or David at 4-6785.

Thanks!

SELECTORS' PRESERVATION DECISION FORM

Date: _____

Discard _____

Replace _____

Reformat

Photocopy _____

Microform _____

Repair _____

Designate as non-circulating _____

Initials _____

Comments:

Lib. 58 - 05/92

The Book as Object

By the RLG Preservation Committee

For collection managers and curators reviewing materials, this list can serve as an aid when assessing library materials that might be rare or valuable. It explains why books become rare and deserve retention in their format.

Many items are important because of their format; often reasons are clear for maintaining those titles in their original state. In other cases, the reasons may not be so clear, but before withdrawing or converting to another format (due to deterioration, space-saving needs, superseded editions, or duplication) they should be reviewed. Hopefully, the considerations below provide an incentive to retain those items possessing valuable or important information in their physical format which might otherwise be lost.

The RLG Preservation Committee developed this list, with suggestions from two other RLG groups: the Collection Management and Development Program Committee, and the Archives, Manuscripts, and Special Collections Program Committee. Documents consulted were:

- The National Archives and Records Administration document *Intrinsic Value in Archival Material* (Staff Information Paper 21).
- *Transfer of Materials to Special Collections* of the Archives and Special Collections Task Force, Rare Book and Manuscript Section, Association of College and Research Libraries.
- An unpublished article, "The Preservation of Bibliographic Evidence," by Ellen McCrady.
- New York Public Library Technical Memorandum No. 40, *Permanent Retention of Materials in the General Collections in their Original Format*.
- The chapter, "Selection of Materials for Microfilming" in *Preservation Microfilming: A Guide for Librarians and Archivists* (Chicago: American Library Association, 1987).

This list is neither prescriptive nor presented in priority order. It does not represent RLG policy and is offered for informational, education, and selection aid only.

Considerations for Retaining Items in Original Format

1. Evidential value—does the item possess or demonstrate:

   - The printing history of the item, such as registration pin marks, cancels, printing techniques, and typographic errors.
   - The binding history of the volume such as original sewing stations, binding structure, printed wastepapers used in the spine lining, and cover materials.
   - Marginalia, marks of ownership, and relevant ephemera laid or tipped in.

2. Aesthetic value—does the item have:

   - Bindings demonstrating:
     - –unusual technique or artistry.
     - –historical/developmental interest of structure or materials.
     - –signed/designer bindings.
     - –early publisher's bindings.
   - Other book decorations (e.g., gilding, gauffering, decorated endpapers, fore-edge paintings).
   - Illustrations not easily reproduced or meaningful only in the original color or original woodcuts, etchings, lithographs, etc.
   - Importance as an "artists' book" where the book is designed as an object.
   - Original photographs.
   - Maps of importance.
   - Pencil, ink, or watercolor sketches.

3. Importance in the printing history of significant titles—does the item possess any of these characteristics:

   - First appearance of the title.
   - Important bibliographic variants.
   - Important (or collected) fine press printings.
   - Technique important to the printing history.
   - Examples of early local imprints.

4. Age—determine if an item was:

   - Printed before [specific dates] in [specific countries] (e.g., all titles printed before 1850 in the U.S. or all books printed before 1801).
   - Printed during the incunabula period of any area (the first decades).
   - Printed during specific later periods, such as war years, in specific countries.

5. Scarcity—determine if an item was:

   - Rare in RLG member, NUC, and/or major European libraries.
   - Of fewer than 100 copies printed.

6. Association value of important, famous, locally-collected figures or topics—does the item contain:

   - Notes in the margin, on endpapers, within the text.
   - Bookplates and other ownership marks of such figures; other evidence of significant provenance.
   - Important inscriptions and/or signatures.

7. Value—assessed or sold at more than [specific cost].

8. Physical format or features of interest—does the item possess any of these characteristics:

   - Contains significant examples of various forms demonstrating technological development.
   - Exhibits unique or curious physical features (e.g., interesting watermarks, printing on vellum, wax seals).
   - Is an ephemeral material likely to be scarce, such as a lettersheet, poster, songster, or broadside.
   - Contains some manuscript materials.
   - Is a miniature book (10 cm or less in height).
   - Is of questionable authenticity where the physical format may help verify it.
   - Is representative of styles, fads, mass printings currently rare.

9. Exhibit value—is the item:

   - Important to an historical event, a significant issue, or in illustrating the subject or creator.
   - Censored or banned.

APPENDIX F

Continuing Education and Professional Development Goals

I. Continuing Education

A. Goals
1. Keep apprised of new trends in the field
2. Expand your field of interest and enhance your skills
3. Know the traditions, topics and techniques in your discipline
4. Improve selecting and faculty liaison task performance

B. Strategies
1. Take, audit or informally sit in on university courses
2. Attend lectures, workshops and seminars in assigned department and in the library
3. Keep up with literature in the field as well as the use of library materials in the field
   a. Identify important databases and how we service them
   b. Follow the journal literature, noting new trends
   c. Identify sources that report new progress and developments
4. Take a foreign language course if required to achieve competence
5. Acquaint yourself with faculty in the department
6. Identify local research being conducted by professors and students

C. Resulting benefits
1. We will be addressing our need for subject specialists, not "superficialists," as a wise man once said
2. We will succeed in acquiring "the right book for the right reader at the right time"

II. Professional Development

A. Goals
1. Keep abreast of new theoretical and research trends and names to watch
2. Make contacts with other knowledgeable people in the field, including counterparts at other university libraries
3. Make valuable contributions and provide service to the professional organizations

B. Strategies
   1. Join professional organizations that deal with your subject area
   2. Join the divisions or roundtables that deal with library resources
   3. Participate in projects of these organizations, such as:
      a. Book reviews
      b. Bibliographical resources
      c. Editorial responsibilities
      d. Research
      e. Service
      f. Cooperative grants
   4. Attend their conferences and meetings

C. Resulting benefit: becoming a success in learning and networking